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*This memo hand-delivered
to [redacted] on 9/15 - unsiged -
by [redacted]*

- o change Jan
- o April draft
- o galley

MEMORANDUM FOR: Deputy Chief, PAID/ICS

FROM: Director, Office of Program and Budget
Development

SUBJECT: Review of Galley Proofs
The Intelligence Community's Performance
Against the Key Intelligence Questions
for FY 1975

REFERENCE: 1. B-111750/75, Series B, dtd. 4/26/76
Subj: KIQ Performance Evaluation
Summary for Fiscal Year 1975
2. Draft Compendium of Individual KIQ
Data
3. KEP-75 NIO Performance Evaluation
Reports

1. The subject draft report has been carefully reviewed on the basis of the DCI's Commissioning last January of further ICS analysis of KIQ performance "to examine the substance of the Community's achievements." The following comments fall into three categories--Approach, Methodology, and Treatment.

2. Approach. While the organization and format of the report is constructive, the lack of program level aggregate analysis negates its utility to program managers as a means of linking substance to resources, the fundamental objective of the entire process.

The rationale for drawing upon data outside the KIQ/KEP frame of reference in evaluating IC performance on the FY 75 KIQs is not clear. DCI, USIB and IRAC documentation establishes (and limits) the evaluative phase of the KIQ/KEP program to data generated in response to KIQ/KEP guidance and instructions. This is not to say that in looking at KIQ/KEP data the judgments, experience, and perceptive insights of a wide range of authorities are neither productive,

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nor desirable. They are. Indeed, the absence of such participation in analysis of Community performance statistics was the major factor in commissioning a further look at the Community's performance on the FY-75 KIQs so that judgments could be reached as to the appropriateness of each contributing collection and production entity, and the weight of effort each accorded to each KIQ. The essence of the KIQ/KEP program was to focus Community effort on the most important questions confronting the National Intelligence Community, and to evaluate Community performance on those questions.

Earlier analyses were deficient in that they did not address the substance of Community achievements, the rightness of the collection and production strategies, or the rightness of the priority and weight of effort program managers assigned to KIQ-related activities. Responsibility for those deficiencies, as pointed out, rests in part with management, (because of delays and limitations placed on the process), in part with the ICS, because judgments of the efficacy of strategies were not undertaken, and because the ICS did not face up to the more difficult task of assessing the substantive worth of collected data in answering the essence of each KIQ. Without the second, more difficult judgment it is not possible conclusively to demonstrate opportunities for cross-program tradeoffs, or to enhance NFIP efficiencies . . . a primary objective of the KIQ/KEP effort.

The subject draft does not address this aspect of Community performance either.

Since the draft uses only a small portion of the KEP data, one wonders what is to be done with the product and resources expenditure data--particularly that related to production and collection problems--which has the potential of providing a specific input to program and budget processes.

3. Methodology. Except for the section on investment and return, the logic of the presentation is clear and readily understandable.

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6. When it is all said and done, I cannot but question the purpose to be served by publication of the report at this late date. This reservation is not taken lightly in view of the history of KIP performance analysis efforts, and the certainty that any negative comment by OPBD will be seen by some as less than objective.

Nonetheless, given the documentary base for the KIQ/KEP process, the extravagant claims made in its behalf by responsible authorities; the profound changes which have occurred in the structure of National Intelligence and in both the detail of interest and the nature of Congressional perceptions of the desirability and efficacy of intelligence management; I believe that in today's environment the Community's best interest would not be served by voluntary publication, and inevitable wide circulation, of any report on Community performance on FY-75 KIQs.

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